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**THE HUMAN RESOURCES STRATEGY
FOR RESEARCHERS HRS4R – UC3M
PROJECT DESCRIPTION**

May 12th, 2016

Index

1. BACKGROUND	3
2. UNIVERSIDAD CARLOS III DE MADRID STRATEGY.....	3
3. ESTABLISHMENT OF WORKING COMMITTEE.....	4
4. FOCUS GROUPS.....	5
5. QUESTIONNAIRE	8
6. COMMUNICATION PLAN OF THE HRS4R LOGO PROJECT	9
7. MONITORING PROJECT	11
8. CONCLUSIONS.....	11
9. ANNEX I: FOCUS GROUPS “METAPLAN BOARDS”	13
10. ANNEX II: QUESTIONNAIRE LOGO HRS4R UC3M.....	31
11. ANNEX III: RESULTS OF THE QUESTIONNAIRE LOGO HRS4R UC3M.....	36
12. ANNEX IV – E-MAILS	38
13. ANNEX V – PROJECT SCHEDULE.....	40

1. BACKGROUND

Based on the Recommendation of 11 March 2005, the European Commission established the **European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers**, and recommended its implementation in the Member States.

These two documents are aimed at researchers as well as host institutions, and are key elements in the European Union policy to make research an attractive career. This is an essential strategy feature that stimulates economic and employment growth in Europe.

The "HR Strategy for Researchers" supports research institutions in the implementation of "The European Charter & Code for Researchers" in their policies and practices. These actions will make them more attractive to Excellence Researchers. The "HR Excellence in Research" award will identify institutions as providers and supporters of a stimulating and favourable working environment.

The Human Resources Strategy for Researchers – HRS4R has 5 steps:

1. HR Policy Institution Internal Analysis in relation to The European Charter & Code for Researchers (C&C) principles, involving key institutional stakeholders including researchers.
2. Publication of the HR Strategy for Researchers and Action Plan as a result of the internal gap analysis
3. European Commission (EC) approval and Excellence Logo concession
4. Strategy Implementation and Self-assessment (at least every two years)
5. External Evaluation (at least every four years).

2. UNIVERSIDAD CARLOS III DE MADRID STRATEGY

Universidad Carlos III de Madrid (UC3M) was established by an Act of the Spanish Parliament on May 5th, 1989, within the framework of the University Reform Act of 1983. From the outset it was intended to be a relatively small, innovative, public university, providing teaching of the highest quality and focused primarily on research.

In 2009 UC3M was awarded **Campus of International Excellence** ("Campus Carlos III") by the Spanish Ministry of Education as a result of UC3M's standards of excellence and internationalization:

- UC3M was the first Spanish public university to adapt all its undergraduate degree programs to the European Higher Education Area (EHEA) and to introduce dual degree programs.
- UC3M has always had a pioneering role in the introduction of bilingual (English/Spanish) degrees in public universities.
- UC3M has one of the highest numbers of tenured faculty members with six-year research periods in Spain.

On October 29th UC3M began its involvement with the **HRS4R Project** by attending the “*Info-Day - The Human Resources Strategy for Researchers or How to comply with article 32 of the H2020 Grant agreement*” which took place at the European Commission in Brussels.

In order to gather more information and experience, numerous appointments of HRS4R logo project managers were made at Spanish universities and research institutions. Rosa Bazán from *Instituto IMDEA Materiales* and Xavier Ariño from *Universidad Autonoma de Barcelona (UAB)* showed and advised UC3M on how to start up the project.

These two actions were carried out over the following months: the endorsement of *The European Charter for Researchers and Code of Conduct for the Recruitment of Researchers*, signed by the Rector at UC3M on **December 17th, 2015**, and subscription to the *Declaration of Commitment by the members of the EURAXESS Services Network*, on **January 13th, 2016**.

The HRS4R Project then began its development, promoted by the Human Resources Service at UC3M under the leadership of Vice-Presidents for Faculty and for Scientific Policy.

It was officially presented to the UC3M Executive Board by the Vice-President for Faculty, Ignacio Aedo on **January 20th, 2016**. Additionally, the Head of HR & Organization Service, Carmen Martin-Romo, presented the Project to the UC3M Faculty Commission (Heads of Department) on **January 25th, 2016**.

Following the European Commission Recommendation, and in order to develop the “Gap Analysis”, an internal **Working Committee for the HRS4R logo Project** was set up.

This management body works throughout the process with the aim of defining proposal documents, including the actions to be carried out (Action Plan).

At the same time, the UC3M Strategic Plan is being defined for the next 5 years. The Strategic Plan team and the Steering Group of the HRS4R project are working together.

3. ESTABLISHMENT OF WORKING COMMITTEE

The Permanent Working Committee/Steering Group is made up of:

- Vice-President for Faculty, Ignacio Aedo Cuevas
- Deputy Vice-President for Faculty, Belen Levenfeld Laredo
- Vice-President for Scientific Policy, Francisco Javier Prieto Fernandez
- Deputy Vice-President for Scientific Policy, M^a Jose Santos Moron
- Vice-President for International Relations and Cooperation, Matilde Sanchez Fernandez
- Deputy Vice-President for Strategy and Digital Education, Jose Antonio Garcia Souto
- Vice-General Counsel, Jose Vida Fernandez

- Head of Library, Teresa Malo de Molina Martin-Montalvo
- Head of Human Resources & Organization Service, Carmen Martin-Romo Romero
- Head of Research Service, Regina Garcia Beato
- Management Technician of the Research Service, Rafael Oliveros Alba
- Deputy Head of Human Resources & Organization Service, Elena Martinez Aparicio
- Coordinator of the HRS4R Logo Project in Human Resources & Organization Service, Susana Contreras Aladro
- Management Technician of the Human Resources & Organization Service, Marta Carracedo Sanchez

This Committee was set up as a joint initiative from the Vice-President for Faculty in a meeting carried out on **February 24th, 2016**. The work methodology was designed with the aim of ensuring the “HR award” submission by the cut-off date, May 15th 2016.

Their work has been carried out through regular meetings, including on-line meetings. A new **Intranet** space based on Google drive was also put in place for this purpose. This space has allowed the Committee to share documentation, optimizing coordination.

On March 9th, 2016, a second Committee meeting was held, where the actions carried out by UC3M related to compliance principles of *The European Charter and Code for Researchers*, was analyzed. The outcome of the meeting was to provide suggestions for possible short and long term new actions.

4. FOCUS GROUPS

Following an analysis of *The European Charter and Code for Researchers* principles and the University internal regulation, the work methodology led to establishing different Focus Groups.

The Focus Groups were organized into four main work areas:

- Recruitment
- Working conditions and social security
- Ethical and professional issues
- Training and career development

These groups have different categories and professional Teaching & Research profiles, as well as skilled Administration and Services staff from University management and strategic process. The aim was to involve the University community in the Project.

Representation of researchers was taken into account: Senior, Junior and Pre-doctoral, from all scientific areas of the University, in full compliance with gender-equality principles.

Moreover, different members of the University Workers' Committee have been involved.

Three working sessions were carried out through **Metaplan methodology**, in cooperation with over 60 people, in the first week of April (from April 4th to 8th, 2016)

Metaplan methodology has been applied to ease group methods and communication models. Here opinions are developed, common understanding is built and objectives, recommendations and action plans are formulated to focus on any problem that may arise and its possible solutions. This is a way to analyze the University community's "felt needs".

"Moderators" (a kind of facilitators) administer the groups and ensure that good communication, cooperation and high levels of understanding are achieved.

Metaplan is a moderation method of group work based on structured brainstorming sessions. The aims are ensuring that good communication, cooperation and high levels of understanding are achieved. This way the group can successfully and efficiently get to the bottom of the matter.

Three focus groups were established:

- Focus Group on Training & Working Conditions and Social Security
- Focus Group on Ethical and Professional Aspects
- Focus Group on Recruitment

The meetings structure was based on the following ideas ("Metaplan boards"):

- What is UC3M doing correctly and therefore should keep doing?
- What should UC3M be doing that it is not doing?

Participants were asked to conduct an analysis from the University's future perspective, without taking into account their personal situation.

Focus group sessions came up with very interesting ideas: actual needs and proposals in various fields.

Summarizing the proposals, priority aspects of improvement could be:

- Professional Career Plan for Academics
- Defining Good Practices in Research
- Training in all fields by addressing their real needs
- Transparency in the recruitment and selection processes
- Information through UC3M website and the "Employee Portal"
- Mechanisms of assessment and evaluation

The focus group results were analyzed at a Steering Group meeting on April 17th, 2016.

The findings of the focus groups were used to design a questionnaire addressed to all of the University community, aimed at gathering its "felt needs", on aspects identified as a priority and as necessary.

See meeting minutes in ANNEX I.



Focus Group Recruitment



5. QUESTIONNAIRE

On April 21st, 2016, a new meeting of the Steering Group was held in order to define the questionnaire. It was designed based on the proposals contained in the Focus Group minutes and in compliance with the 40 principles of The European Charter and Code for Researchers.

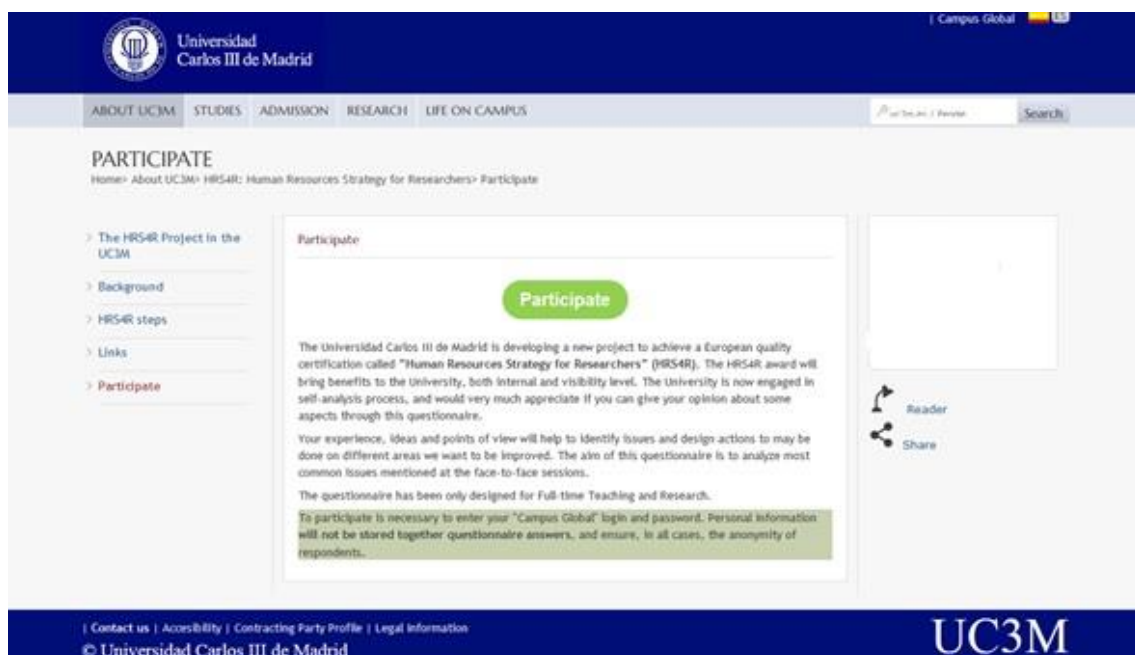
The questionnaire (included in ANNEX II), addressed to Tenured and Non-tenured Faculty (Postdoctoral and pre-doctoral researchers), was disseminated through different channels: email, Logo HRS4R website and internal dissemination mechanisms (social networks, the University home page and its newsletter).

Questions were organized into four areas: Recruitment, Training, Working Conditions and Social Security, and Ethical and Professional Aspects.

It consisted of 28 statements based on Likert Scale 1 to 4 (totally agree / totally disagree), yes/no values, and four blank spaces to transmit individual aspects on the four areas.

The online questionnaire was open on April 22nd, 2016 and was available until April 29th, 2016. The participation was motivated through several emails announcing the questionnaire and requesting involvement, in general to all academics, to the heads of the departments and to collectives of researchers.

A total of 334 Researchers answered the questionnaire, out of 1,374 potential participants, with a participation rate of 24.31%.



Please see questionnaire, results & graphics in ANNEX II and III, and IV

Based on the priorities emerging from the questionnaire results, the discussions from the Focus Groups and in accordance with the recommendations set out in the *OTM-R Report (July, 2015)*, the **UC3M Action Plan** was defined and approved by Executive Board held on May 11th, 2016. It includes seventeen improvement measures to be implemented in the following three years (2016-2018).

6. COMMUNICATION PLAN OF THE HRS4R LOGO PROJECT

A Communication Plan for HRS4R Logo Project has been developed in collaboration with the Institutional Communication Service and the Library:

- A new public **website**, with information about the Project and framework development, was created:
- <http://www.uc3m.es/ss/Satellite/UC3MInstitucional/en/TextoMixta/1371219051045/HRS4R: Human Resources Strategy for Researchers>



- Internal Project advertising: **Network Information Screens** located in public spaces on University campuses, and weekly **Newsletter** for the University community



- External dissemination of University involvement in the logo Project through: **Social Networks, Corporate Website, Communication Media, Facebook and Twitter.**



NOTE: In order to improve the Project identification by the UC3M University Community, the image of the logo "HR Excellence in Research" has been punctually used.

7. MONITORING PROJECT

Following the European Commission Recommendation, a **Monitoring Group** for the project development, has been set up. This group is made up of some members of the Steering Group.

The objective of the Monitoring Group is to conduct a continuous follow up of the project and periodically report the Steering Group, who has the mandate of the University Leadership to develop the project within the established time.

The Monitoring Group will carry out ordinary meetings once every two months, and extraordinary meetings at the request of a member. This group shall ensure the implementation of the proposal actions, collect evidences of the indicators on the fulfillment of the actions, etc. Moreover, this group will report the Steering Group once every six months.

The Monitoring Group is made up of:

- Vice-President for Faculty, who shall preside, or the person delegated for that purpose
- Vice-President for Scientific Policy, or the person delegated for that purpose
- Head of Human Resources & Organization Service
- Head of Research Service
- Two people in the Human Resources & Organization Service, one of them shall be the Secretary of the group
- One people of the Research Service

8. CONCLUSIONS

One of the main positive outcomes of the internal analysis is that most of the principles described in the *Charter & Code* are already in practice at the UC3M.

However, there are some improvement areas which the Action Plan is based on:

- **Recruitment:** The UC3M will ensure the transparency of recruitment criteria by improving its recruitment procedures, in accordance with the recommendations set out in the *OTM-R Report (July, 2015)*
- **Career Plan:** The UC3M will provide a Career Plan. The Career Plan will be built on the basis of the four profiles established by EFRC (European Framework for Research Careers)
- **Training Plan:** The UC3M is aware that its researchers and academics need to develop their professional skills and competences to increase their opportunities. In this context, the Plan will supply their technic knowledges and bolster the development of transverse skills also necessaries to reach the excellence in research.
- **Good Practices:** The UC3M Code of Good Practices in Research is a guarantee of quality.



**THE HUMAN RESOURCES STRATEGY
FOR RESEARCHERS HRS4R – UC3M**

ANNEXES

9. ANNEX I: FOCUS GROUPS “METAPLAN BOARDS”

PROFESIONAL DEVELOPMENT AND TRAINING

Date: 04/04/2016	Time: 16:00	Place: 15.0.06	Duration: 2 hours
PARTICIPANTS:			
<p>Teresa Malo de Molina, Head of Library. FACILITATOR Elena Martínez Aparicio, Deputy Head of Human Resources & Organization Service FACILITATOR Carmen Martín-Romo Romero, Head of Human Resources & Organization Service Susana Contreras Aladro, Coordinator of the HRS4R logo Project, Human Resources & Organization Service. Marta Carracedo Sánchez, Human Resources & Organization Service</p>			
GUESTS:			
<p>Fernando Díaz de María. Antonio Descalzo. Jesús Gonzalo Muñoz. Carlos Manuel Valdes. Fernando Broncano. Pablo Zapatero.</p>	<p>Cristina Brandle Cerqueira. María Teresa Alameda. Ana Reyes Pacios. Michele Curnis. Pablo Simón Cosano. Beatriz de las Heras.</p>	<p>Jorge Feliu Rey. Begoña Marugán. Carmen Martín-Solis. Juan Sánchez Monreal Laura Maravall Buckwalter Masa Scepanovic</p>	
ISSUES DISCUSSED IN THE MEETING			
PROFESIONAL DEVELOPMENT AND TRAINING ASPECTS			
What is UC3M doing correctly, and therefore should keep doing?			
<ol style="list-style-type: none"> 1. Issues related to Mobility (19 votes) <ol style="list-style-type: none"> a. Mobility's motivation levels are appropriate b. Its own mobility programme for lecturers and PhD students is working accordingly/adequately c. UC3M promotes/supports international mobility d. It grants sabbatic years for researchers e. There are good mobility grants as part of research mobility programmes 2. Issues related to University Services' Support and Management (19 votes) <ol style="list-style-type: none"> a. The support service available is brilliant in comparison to other national services (OTRI and research management) b. The library support system is excellent when it comes to credentials c. UC3M supports patents' registration d. UC3M can proudly say that its library management system is very efficient and its staff is courteous e. It also offers an excellent inter-library loan f. Library staff is always available to help researchers g. Campus Global deals effectively with solving incidents, organizing lecture rooms, establishing relationship with the students, etc., 3. Issues related to Motivation System (11 votes) <ol style="list-style-type: none"> a. UC3M has an excellent motivation system b. There are some interesting measures to encourage researchers' professional development through motivation. Although these measures are not well established. c. Human Resources Policy aims to reduce the number of teaching hours to encourage research hours 4. Issues related to Training (5 votes) <ol style="list-style-type: none"> a. UC3M offers excellent continuous training b. It participates in the use of teaching innovation systems c. UC3M offers continuous training: wide range of courses with different timetable d. It has teaching innovation and language courses 5. Issues related to Supervisor (1 vote) <ol style="list-style-type: none"> a. Researchers have excellent relationships with their supervisors 6. Researchers' introduction to participation organizations 			

PROFESIONAL DEVELOPMENT AND TRAINING

Date: 04/04/2016	Time: 16:00	Place: 15.0.06	Duration: 3 Hours
PARTICIPANTS:			
<p>Teresa Malo de Molina, Head of Library. FACILITATOR Elena Martínez Aparicio, Deputy Head of Human Resources & Organization Service FACILITATOR Carmen Martín-Romo Romero, Head of Human Resources & Organization Service Susana Contreras Aladro, Coordinator of the HRS4R logo Project in Human Resources & Organization Service. Marta Carracedo Sánchez, Human Resources & Organization Service</p>			
GUESTS:			
<p>Fernando Díaz de María Antonio Descalzo Jesús Gonzalo Muñoz Carlos Manuel Valdes Fernando Broncano Pablo Zapatero</p>	<p>Cristina Brandle Cerqueira María Teresa Alameda Ana Reyes Pacios Michele Curnis Pablo Simón Cosano Beatriz de las Heras</p>	<p>Jorge Feliu Rey Begoña Marugán Carmen Martín-Solis Juan Sánchez Monreal Laura Maravall Buckwalter Masa Scepanovic</p>	
ISSUES DISCUSSED IN THE MEETING			
PROFESIONAL DEVELOPMENT AND TRAINING ASPECTS			
What should UC3M be doing that is not doing?			
<ol style="list-style-type: none"> 1. Issues related to the Relationship between Teaching & Research (33 votes) <ol style="list-style-type: none"> a. Mismatch between Teaching & Research b. Teaching activity has a great deal of recognition in comparison to research activity c. UC3M should be promoting teaching practice in research activity d. Dissertations can be a problem for lecturers as they end up with more work than they can manage. e. Lack of recognition in teaching practice f. There are high numbers of no master lectures, besides the high number of students per lecture. g. There is too much initiative in Teaching Innovation. However, there should be more thought behind good teaching practice. h. It's almost impossible to reconcile lecturers' diary with researchers' stay i. Teaching schedule 2. Issues related to Services – Library (12 votes) <ol style="list-style-type: none"> a. There should be more investment in research and teaching resources (Library) 3. Issues related to Training (11 votes) <ol style="list-style-type: none"> a. There should be a structured and adapted plan for each research stage b. Training should be available based on researcher's needs, wants and demands c. There should be more courses for PhDs in some departments d. Specialized training: there should be more courses adapted to research and training needs e. There are not enough training programmes for publications' participation and public funds' access. A revised action plan is required to improve call attendance f. UC3M should reinforce incentives for researchers taking post-doctoral training programmes g. International mobility and continuous training should work closely together 4. Issues related to Career Development (7 votes) <ol style="list-style-type: none"> a. There isn't any research training and continuous development neither- lack of resources and employment. b. There isn't a clear path of continuous development. Some positions are not very well established, with ambiguous aims and objectives c. All services available at UC3M should be efficiently coordinated d. Administrative positions have excessively high volumes of work 5. Issues related to Mentors (7 votes) <ol style="list-style-type: none"> a. There should be mentor programmes to ease European projects' participation and improve enterprises relationships b. UC3M should take professional advice to attract more funding and projects 6. Issues related to Incentives (5 votes) <ol style="list-style-type: none"> a. UC3M aims to reduce the number of teaching hours to increase the number of research hours b. There should be a specialized incentive system 7. Issues related to Multidisciplinary Research and Co-authorship (3 votes) <ol style="list-style-type: none"> a. Co-authorship gets penalised b. UC3M should encourage publications and projects of interdisciplinary nature. UC3M has a wide variety of disciplines and it should be exploited. 			

- c. Multidisciplinary research should be promoted by recognizing co-authorship development.
- 8. Issues related to **Administration (2 votes)**
 - a. UC3M should be firmer against the measurements imposed by public administrations
- 9. Issues related to **Mobility**
 - a. There should be more economic support for lecturers
 - b. Mobility: UC3M doesn't approach to external guests
 - c. There should be financial assistance for gap years
- 10. Issues related to **Supervisor (1 vote)**
 - a. Who is the supervisor?
 - b. Supervisors should supervise young researchers more closely
- 11. Issues related to **intellectual property rights (1 vote)**
 - a. Intellectual property rights: UC3M should have an entity to advise and manage research's third party support and usage
 - 12. There isn't enough proposals for professors categories and study plans
- 13. Issues related to **Orientation/Guidance (1 vote)**
 - a. UC3M ought to promote researchers' professional career development
 - b. Pre-doc training has become harder, with more bureaucracy, non-financed indirect credits, etc

PROFESSIONAL DEVELOPMENT AND TRAINING



WORKING CONDITIONS

Date: 04/04/2016	Time: 16:00	Place: 15.0.06	Duration: 3 hours
PARTICIPANTS:			
<p>Teresa Malo de Molina, Head of Library. FACILITATOR Elena Martínez Aparicio, Deputy Head of Human Resources & Organization Service FACILITATOR Carmen Martín-Romo Romero, Head of Human Resources & Organization Service Susana Contreras Aladro, Coordinator of the HRS4R logo Project. Marta Carracedo Sánchez, Human Resources & Organization Service</p>			
INVITADOS:			
<p>Fernando Díaz de María. Antonio Descalzo. Jesús Gonzalo Muñoz. Carlos Manuel Valdes. Fernando Broncano. Pablo Zapatero.</p>	<p>Cristina Brandle Cerqueira. María Teresa Alameda. Ana Reyes Pacios. Michele Curnis. Pablo Simón Cosano. Beatriz de las Heras.</p>	<p>Jorge Feliu Rey. Begoña Marugán. Carmen Martín-Solis. Juan Sánchez Monreal Laura Maravall Buckwalter Masa Scepánovic</p>	
ISSUES DISCUSSED IN THE MEETING			
WORKING CONDITIONS			
What is UC3M doing correctly, and therefore should keep doing?			
<ol style="list-style-type: none"> 1. Issues related to Services Management (15 votes) <ol style="list-style-type: none"> a. Human Resources endeavors to provide a highly professional service to all employees b. There is a good relationship and efficient communication between PDI and PAS c. Service Management d. UC3M has a good IT department to solve any problems that might arise 2. Issues related to University Work Environment (10 votes) <ol style="list-style-type: none"> a. There is an excellent work environment in all departments b. Work environment 3. Issues related to Infrastructures (7 votes) <ol style="list-style-type: none"> a. Good infrastructures/offices (New building) b. Facilities and sport courses c. Facilities and work environment 4. Issues related to Gender balance (2 votes) <ol style="list-style-type: none"> a. Gender equality b. Gender equilibrium c. Support for equal opportunities 5. Issues related to Stability and permanence of employment (2 votes) <ol style="list-style-type: none"> a. UC3M aims to keep temporary teaching staff 6. Issues related to Incentives (2 votes) <ol style="list-style-type: none"> a. UC3M should improve its financial incentive programmes in research activity 7. Issues related to Budgets (2 votes) <ol style="list-style-type: none"> a. Employment will depend on the budget assigned to each department 8. Issues related to Working Conditions (0 votes) <ol style="list-style-type: none"> a. Timetables, bank holidays, etc. Conciliation. b. Working conditions 			

WORKING CONDITIONS

Date: 04/04/2016	Time: 16:00	Place: 15.0.06	Duration: 3 hours
ASISTENTES:			
<p>Teresa Malo de Molina, Head of Library. FACILITATOR Elena Martínez Aparicio, Deputy Head of Human Resources & Organization Service FACILITATOR Carmen Martín-Romo Romero, Head of Human Resources & Organization Service Susana Contreras Aladro, Coordinator of the HRS4R logo Project Marta Carracedo Sánchez, Human Resources & Organization Service</p>			
INVITADOS:			
<p>Fernando Díaz de María Antonio Descalzo Jesús Gonzalo Muñoz Carlos Manuel Valdés Fernando Broncano Pablo Zapatero</p>	<p>Cristina Brandle Cerqueira María Teresa Alameda Ana Reyes Pacios Michele Curnis Pablo Simón Cosano Beatriz de las Heras</p>	<p>Jorge Feliu Rey Begoña Marugán Carmen Martín-Solis Juan Sánchez Monreal Laura Maravall Buckwalter Masa Scepanovic</p>	
ISSUES DISCUSSED IN THE MEETING			
<p>WORKING CONDITIONS</p> <p>What should UC3M be doing that is not doing?</p>			
<ol style="list-style-type: none"> 1. Issues related to career development (30 votes) <ol style="list-style-type: none"> a. UC3M should have a guideline for Human Resources policies. b. There should be a formal agreement between lecturer and his/her professional career development at university. c. Teaching is not well defined at any Spanish university. There should be clearer objectives for researchers. d. UC3M should promote its casual staff to permanent staff. e. UC3M should value and look after its casual Teaching & Research staff f. It's necessary to stabilize ANECA accredited lecturers, who meet their department criteria, in order to promote associate professors to full professor when public vacancies are available. g. Casual staff should be recognized h. The professional career is not well defined/ clearly established i. The lecturer figure should be recovered j. There isn't enough career clarity k. Professors have other jobs apart from teaching, such as committee participation, department work, etc l. There is a increased worry in the uncertainty behind recruitment m. There is too much uncertainty as we are highly dependent upon false associates 2. Issues related to Stability and permanence of employment (19 votes) <ol style="list-style-type: none"> a. There isn't any employment stability b. UC3M should use employment stability as a guideline c. Working conditions are clear but don't guarantee renewal. d. Casual staff's instability: employment criteria don't take into account excellence and only consider the department disposable income. e. It's very unfortunate the current unstable situation that young people live in. f. There is a lack of stability: annual contracts, recognition, etc. 3. Issues related to Budgets (13 votes) <ol style="list-style-type: none"> a. University budget distribution doesn't reflect Teaching & Research efforts b. Lecturers' seniority should not be added to the budget of each department c. There should be more homogeneity amongst departments and staff management 4. Issues related to Incentives (8 votes) <ol style="list-style-type: none"> a. Incentives should be improved in order to get real results b. Teaching, research and technological transfer should all be linked together salary wise c. Salary is highly linked to allowances rather than quality 5. Issues related to Salaries (4 votes) <ol style="list-style-type: none"> a. Dignified salary for PIF's b. Pre-doc working conditions are poor: low salary, lack of training, etc c. Salaries are very low in comparison with quality and demand levels d. Spanish Universities' salaries are not very competitive in contrast to European universities' salaries 			

ETHICAL AND PROFESSIONAL ISSUES

Date: 06/04/2016	Time: 16:00	Place: 3.3.B.01	Duration: 2 hours
PARTICIPANTS:			
<p>Regina García Beato, Head of Research Service. FACILITATOR Carmen Martín-Romo Romero, Head of Human Resources & Organization Service Susana Contreras Aladro, Coordinator of the HRS4R logo Project Marta Carracedo Sánchez, Human Resources & Organization Service</p>			
GUESTS:			
<p>Alfonso Durán Heras Luis García Gonzalo Ana García Armada Florina Almenares Guillermo Robles Muñoz Ramón Zaera Polo</p>	<p>María Arrate Muñoz. Marcela del Río. Daniela Di Filippo. Arturo Ribagorda Garnacho. Clara Sainz de Baranda. Ángel González Ahijado.</p>	<p>Ana Acebrón Rafael Oliveros Pablo Fajardo Beatriz Velasco Nuñez Marco Raiola</p>	
ISSUES COVERED IN THE MEETING			
ETHICAL PRINCIPLES IN RESEARCH			
What is UC3M doing correctly, and therefore should keep doing?			
<ol style="list-style-type: none"> 1. Issues related to Research Support, OTRI Administration (38 votes) <ol style="list-style-type: none"> a. OTRI (Liaison Office) effectively supports contractual, financial and legal obligations. b. The support given by services like OTRI (Liaison Office) and Economic Financial Management Service justifying National and European projects. c. Improving the necessary information available to manage research activity. d. The follow-up carried out by the Economic Financial Management Service to manage the project's expenses is essential for the development of research activities and use of resources. e. OTRI (Liaison Office) offers great information regarding project's calls, funding, event organization, etc. f. The excellent support given by projects' administrators in answering any legal and organizational questions regarding projects and calls. 2. Issues related to Research Freedom (25 votes) <ol style="list-style-type: none"> a. Guaranteed Research Freedom b. Research Freedom without limitations c. Respect for Research Freedom d. Allowing free election of theme/subject for PHD studies 3. Issues related to Non-discrimination (17 votes) <ol style="list-style-type: none"> a. Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender. There are some departments with excellent productivity records and external funding where the ratio women-men are high. b. There should be open research vacancies without previously having the researcher's profile to avoid, where possible, endogamy. c. Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of nationality, disability, etc. d. Employers and/or funders should ensure that the entry and admission standards for researchers by public employment offer. 4. Issues related to Dissemination/Library (13 votes) <ol style="list-style-type: none"> a. The institutional open access repository contributes to dissemination of research results. b. UC3M has TFG, TFM and doctoral dissertations available online. c. Dissemination and exploitation of results. Library support is essential here. d. E-files repositories are available for free and open consultation. e. Generally speaking researchers consider that research results are part of UC3M and not individual, but there are some exceptions. f. Scientific Information Office 5. Issues related to Evaluation (8 votes) <ol style="list-style-type: none"> a. Performance evaluation as a result of research and teaching b. Incentive, Evaluation and Research Freedom. 			

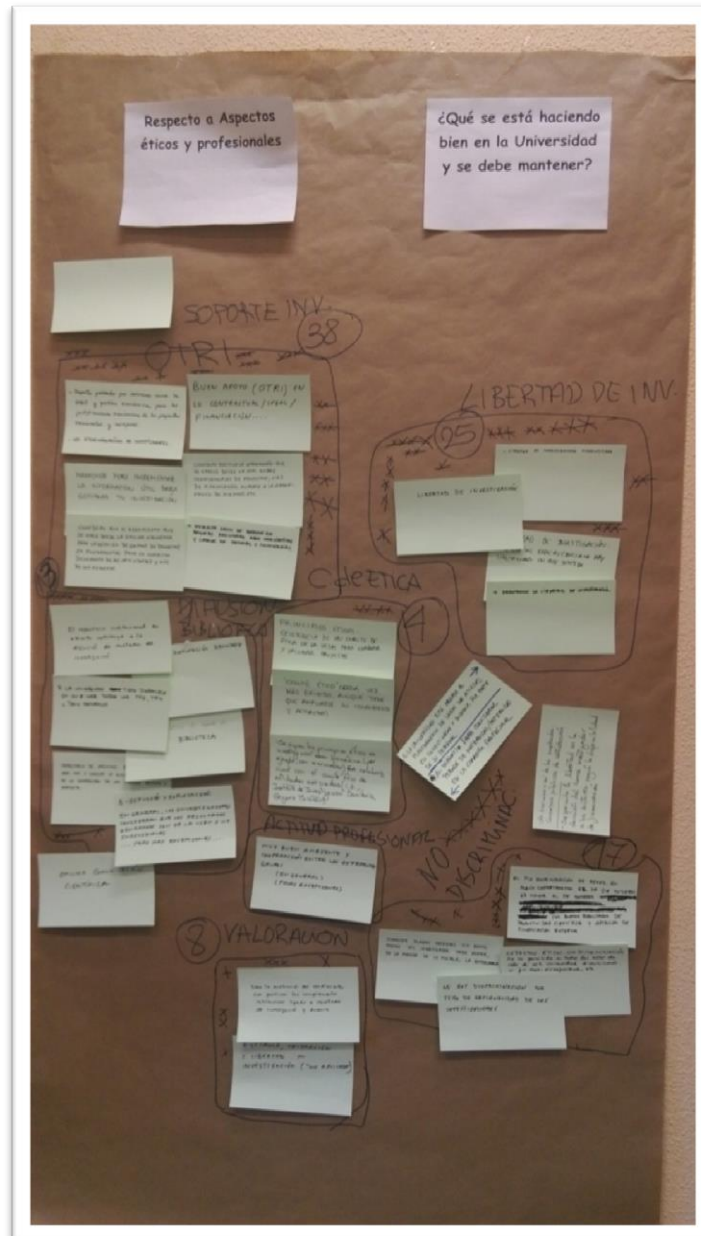
6. Issues related to **Ethical Committee (4 votes)**

- a. Ethical Principles. There is an Ethical Committee at UC3M to assess and evaluate research projects.
- b. The Ethical Committee should expand its knowledge and update it.
- c. UC3M follows ethical principles in Biomedical research (e.g. tested in animals) together with the Ethical Committee of associated organizations (e.g. Instituto de investigación Sanitaria Gregorio Marañón)

7. Issues related to **Professional Attitude**

- a. Generally there is an excellent environment and cooperation between different groups

ETHICAL AND PROFESSIONAL ISSUES



ETHICAL AND PROFESSIONAL ISSUES

Date: 06/04/2016	Time: 16:00	Place: 3.3.B.01	Duration: 2 hours
PARTICIPANTS:			
<p>Regina García Beato, Head of Research Service. FACILITATOR Carmen Martín-Romo Romero, Head of Human Resources & Organization Service Susana Contreras Aladro, Coordinator of the HRS4R logo Project Marta Carracedo Sánchez, Human Resources & Organization Service</p>			
GUESTS:			
<p>Alfonso Durán Heras Luis García Gonzalo Ana García Armada Florina Almenares Guillermo Robles Muñoz Ramón Zaera Polo</p>	<p>María Arrate Muñoz. Marcela del Río. Daniela Di Filippo. Arturo Ribagorda Garnacho. Clara Sainz de Baranda. Ángel González Ahijado.</p>	<p>Ana Acebrón Rafael Oliveros Pablo Fajardo Beatriz Velasco Nuñez Marco Raiola</p>	
ISSUES DISCUSSED IN THE MEETING			
<p>ETHICAL PRINCIPLES IN RESEARCH</p> <p>What should UC3M be doing that is not doing?</p>			
<p>1. Issues related to Good Practice in Research (27 votes)</p> <ul style="list-style-type: none"> a. There isn't Good Practice Code in Research b. The way that non contractual temporary external researchers are welcomed to UC3M with regards to IPR, insurance, office, desk and chair, email address, infrastructure access, etc, should be improved c. Common practice used to recover computer/ IT accident. E.g. security copies, software repositories. d. Ethical Aspects: personal data. Raise Awareness for data protection although some training in Security Policy has been approved by Governing Council e. It questions whether staff employed for research projects carry out research activity and if the answer is affirmative, their rights and responsibilities. f. It is necessary to improve security in laboratories. In order to do that it's important to define responsibilities and train new staff. g. Some researchers use UC3M to set up their own economic activities. h. Sometimes it's possible to duplicate previous research. Hence the necessity to create a Manual of Good Practices <p>2. Issues related to Evaluation/Appraisal System (25 votes)</p> <ul style="list-style-type: none"> a. Lack of self-evaluation mechanisms- from previous experience, self-evaluations were very positive within the departments b. The enterprise contracts (Art. 83) are not considered appropriately because they are not competitive enough. c. The faculty's performance evaluation is not carried out by an independent committee d. UC3M should be encouraging researchers to conduct leading and innovative research e. It is important to evaluate research as useful publication. f. UC3M should provide and encourage publications in scientific magazines g. The recognition of enterprise research is rather low h. Dissemination and exploitation: lack of government and UC3M recognition. i. UC3M can't see how assessment controls would increase scientific competition and productivity j. It is vital to develop public commitment and internal evaluation mechanisms for research. k. There should be a system to promote the research career without limiting access- permanent agreement for teaching merits (Accreditation) l. Lack of evaluation and appraisal mechanisms of research results- there has been some progress but there is still some work to be done, including a clear definition of objectives. m. There should be recognition and economic retribution for researchers in their initial stages n. It is essential to introduce control and evaluation systems for research projects. External unknown committees are necessary to mark and evaluate project development. <p>3. Issues related to Information transparency and demand (16 votes)</p> <ul style="list-style-type: none"> a. It is essential to publish and provide access to all information available in research b. Dissemination and exploitation- there isn't enough training for young and budding researchers c. Legal responsibilities- There isn't enough knowledge and training about intellectual property rights d. The current IPR regulations make it difficult to incorporate researchers at existing research groups. e. Contractual responsibilities- it's difficult to establish legal contractual responsibilities. It depends on each institution and/or department. 			

- f. It is necessary to establish IPR based on generated, known and accepted results within research staff. Property, dissemination, exploitation, external IPR use are also important parts of IPR.
 - g. There should be some regular training regarding intellectual property rights (IPR).
4. Issues related to **Efficiency (16 votes)**
- a. An efficient use of funds would require flexibility to manage research related costs.
 - b. Ideally, all the CVs would be centralized in a single application. UC3M requires them in UNIVERSITAS XXI
 - c. There should be more dissemination of results to society and media.
5. Issues related to **Recruitment (7 votes)**
- a. Employees should have stable economic employment conditions which would enable them to focus on research
 - b. There are not clear criteria for employment
 - c. It is necessary to create an executive body who decides the number of associate and full professor vacancies in the public sector
 - d. It is important to limit the number of lecturer vacancies
6. Issues related to **Non-discrimination (0 votes)**
- a. The non-discrimination for pre- doc employment should be reinforced as it does not follow any patterns at the moment.
 - b. In some calls "Ayudas estancias investigación" full time staff has preferences over casual staff. Art. 15.6 RD Legislativo 2/2015 de 23 de octubre

ETHICAL AND PROFESSIONAL ISSUES



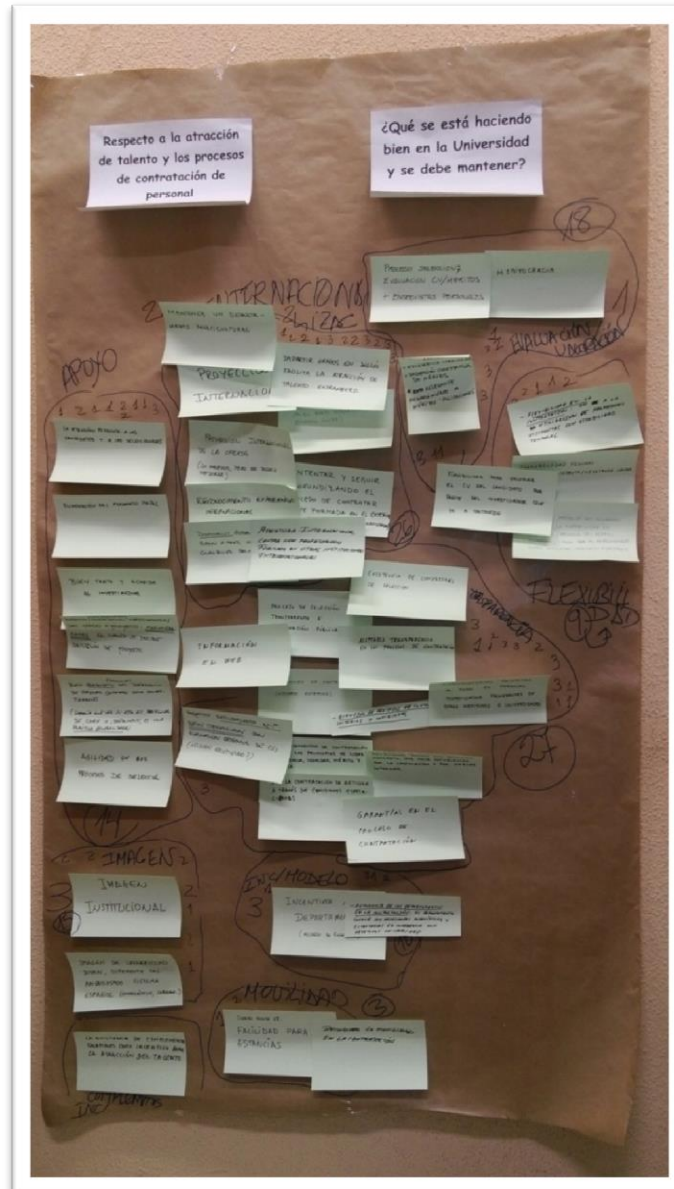
RECRUITMENT

Date: 08/04/2016	Time: 12:00	Place: 3.3.B.01	Duration: 2 Hours
PARTICIPANTS:			
<p>Belén Levenfeld Laredo, Deputy Vice-President for Faculty. Carmen Martín-Romo Romero, Head of Human Resources & Organization Service FACILITATOR Susana Contreras Aladro, Coordinator of the HRS4R logo Project Marta Carracedo Sánchez, Human Resources & Organization Service</p>			
GUESTS:			
<p>Manuel Moriche Guerrero Ana M^a Gómez Amador Juliana Pavan Dornelles Nicolás Hernández Banadik Francisco Rivera Riquelme Inés Galván León Andrés Barrado. Carmen Ciller Tenreiro</p>	<p>Carlos García Rubio. Isabel García Gutiérrez. Alberto García Martínez. Angel Arias Hernández. Sergio Velastin Nieves García Crespillo Ramón Mora Arcos Ana Belén Manso Moreno</p>	<p>Mónica Abella Oscar Flores Miguel Gutiérrez Fernández Pablo Martínez Olmos Gonzalo Vázquez Villar Verónica San Miguel Arranz Patricia Cuenca Gómez Daniel Pérez del Prado</p>	
ISSUES DISCUSSED IN THE MEETING			
RECRUITMENT AND TALENT ATTRACTION			
What is UC3M doing correctly, and therefore should keep doing?			
<p>1. Issues related to Transparency (27 votes)</p> <ul style="list-style-type: none"> a. There are selection committees b. The selection process is transparent and open to the public c. All the information is available online d. There are recruitment committees (external members) e. There is enough transparency in the recruitment process f. Calls are open to researchers from other institutes or universities g. Dissemination of recruitment process: criteria and committee h. Post-doc recruitment has specific duration established through legislation and internal rules i. The recruitment process follows openness, equality, merit and ability principles j. Recruitment should be carried out by specialized committees k. There are some guarantees in the recruitment process l. EPIF Recruitment: there used to be grants where external CV evaluation were carried out? 			
<p>2. Issues related to Internalization and Attraction of Talents (26 votes)</p> <ul style="list-style-type: none"> a. International projection b. UC3M should keep having multicultural departments c. It offers degrees in English which attracts international talents d. UC3M has different programmes in place to attract international talents (e.g.CONEX) e. International offers for talents can be improved f. UC3M recognizes and values international experience g. Global dissemination in English language attract talents from anywhere in the world h. It welcomes lecturers from other international institutions i. UC3M should continue recruiting staff who has been fully trained abroad, especially at top universities j. There is a high level of internationalization 			
<p>3. Issues related to Appraisal System (18 votes)</p> <ul style="list-style-type: none"> a. Selection process: it's made up of CV evaluation, merits and individual interview b. The selection process should take into consideration the whole range of experience of the candidates. Merits should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications (Judging merit) 			
<p>4. Issues related to Institutional Image (15 votes)</p> <ul style="list-style-type: none"> a. Institutional image b. UC3M prides itself of being a young and open university 			



5. Issues related to **Management and Support (14 votes)**
 - a. UC3M gives personal attention to its candidates and selected researchers
 - b. It wants to get rid of all the paperwork by processing everything online
 - c. Researchers are looked after and welcomed at UC3M
 - d. Project researchers: UC3M pays funds into projects once they've been approved
 - e. UC3M closely follows staffs employed as researchers- is it just CONEX or does it apply to all projects?
 - f. The selection process is fast and accurate
6. Issues related to **Financial System (10 votes)**
 - a. There are incentives for different departments (financial model)
 - b. All departments have recruitment autonomy. Each department knows best its own needs and strategies in relation to university's objectives
7. Issues related to **Flexibility (9 votes)**
 - a. Recruitment flexibility: visiting professors can be permanently employed
 - b. Researchers have flexibility to evaluate candidates' CV
 - c. Flexibility on job definition: visiting professor, lecturer, etc
 - d. Recruitment flexibility: there is certain flexibility in the selection process (profile, time, etc) in order to employ candidates adequately
8. Issues related to **Mobility (3 votes)**
 - a. All forms of mobility should be encouraged
 - b. Any mobility experience should be considered as a valuable contribution to the professional development of a researcher.
9. Issues related to **Salary Extras (0 votes)**
 - a. There are salary extras/additional payments to attract talents to UC3M

RECRUITMENT AND TALENT ATTRACTION



RECRUITMENT

Date: 08/04/2016	Time: 12:00	Place: 3.3.B.01	Duration: 2 Hours
PARTICIPANTS:			
<p>Belén Levenfeld Laredo, Deputy Vice-President for Faculty. Carmen Martín-Romo Romero, Head of Human Resources & Organization Service FACILITATOR Susana Contreras Aladro, Coordinator of the HRS4R logo Project Marta Carracedo Sánchez, Human Resources & Organization Service</p>			
GUESTS:			
<p>Manuel Moriche Guerrero Ana M^a Gómez Amador Juliana Pavan Dornelles Nicolás Hernández Banadik Francisco Rivera Riquelme Inés Galván León Andrés Barrado. Carmen Ciller Tenreiro</p>	<p>Carlos García Rubio. Isabel García Gutiérrez. Alberto García Martínez. Angel Arias Hernández. Sergio Velastin Nieves García Crespillo Ramón Mora Arcos Ana Belén Manso Moreno</p>	<p>Mónica Abella Oscar Flores Miguel Gutiérrez Fernández Pablo Martínez Olmos Gonzalo Vázquez Villar Verónica San Miguel Arranz Patricia Cuenca Gómez Daniel Pérez del Prado</p>	
ISSUES DISCUSSED IN THE MEETING			
RECRUITMENT AND TALENT ATTRACTION			
What should UC3M be doing that is not doing?			
<p>1. Issues related to Professional Career (30 votes)</p> <ul style="list-style-type: none"> a. Career plan: there should be more information available on career progression and this can be achieved by establishing career development plans. b. Career path: in other countries employees are given terms and conditions for promotion at recruitment stage. c. There should be a possibility to further develop researchers' professional career. d. UC3M should improve the way it keeps track of its employees. e. Accessing the research career should be broadened out. 			
<p>2. Issues related to Transparency (24 votes)</p> <ul style="list-style-type: none"> a. Transparency should be improved: giving away information doesn't mean being transparent. b. Calls' dissemination should be improved. c. The policy framework should be revised in order to facilitate access for experts to selection committees from overseas or enterprises. d. There should be more advertising for the selection's calls. e. The recruitment process should be more transparent. f. International transparency: UC3M doesn't explain international researchers the Spanish system (Tenure track) g. Selection committees should have clearer arrangements, by being less subjective. h. Recruitment should be more defined: there should be more specific contracts of employment. i. Calls are appointed to particular candidates most of the time. j. Well-known international researchers should be part of selection committees (Tenure track evaluation in EEUU) k. There isn't enough information with regards to university's rights and responsibilities. l. Recruitment results should be post hoc reported to compare and identify profiles. m. Same job vacancies have different selection criteria in different recruitment committees. 			
<p>3. Issues related to Payments (20 votes)</p> <ul style="list-style-type: none"> a. Researchers' salaries should be improved. b. Additional payments are very low. c. Spanish salaries should be put on the same level as European and no-European salaries. d. Working and economic conditions should be improved. 			
<p>4. Issues related to Recruitment Process and Stability (18 votes)</p> <ul style="list-style-type: none"> a. Pre-doc and post-doc contracts should meet the duration of research studies. b. The process and conditions of pre-doc and post-doc contracts should be improved. c. Recruitment services should be much more flexible. E.g. recruitment should be carried out as and when needed rather than twice a year. d. There should be more stable contract offers, notwithstanding each department resources. 			

- e. Meritocracy is not very clear: there isn't any communication amongst departments in the allocation of international researchers.
- f. There are some professor vacancies that do not require open access, allow salary differences and don't follow the merit system.
- g. The recruitment process is graded along the scale. However, unfortunately it doesn't benefit top candidates sometimes.

5. Issues related to **Evaluation/Appraisal system (16 votes)**

- a. Candidates' future projection is not valued sufficiently
- b. The way UC3M assess CVs doesn't follow the common criteria used in the EU
- c. The evaluation process should include a personal interview
- d. Evaluation and appraisal procedures should take due account of overall research creativity and research results, not just the publications
- e. The merit system should be adapted to H2020 system in order to improve and value technology transfer
- f. UC3M should value professional performance rather than the institution where he/she comes from
- g. The merit system should be improved the qualitative aspect

6. Issues related to **Dissemination (6 votes)**

- a. PORTAL WEB works in UC3M: search by criteria
- b. There isn't any evidence of "Carta" being general knowledge neither selection panels being trained specifically

7. Issues related to **Mobility (0 votes)**

- a. There should be more mobility support for post-doc researchers
- b. Mobility grants are partly granted

8. Issues related to **Discrimination (0 votes)**

- a. The number of disabled job vacancies should be clearly established

9. Issues related to **Funding (0 votes)**

- a. The funding model is unclear. It doesn't guarantee the provision of public services neither does incentive the future viability

10. ANNEX II: QUESTIONNAIRE LOGO HRS4R UC3M

LOGO QUESTIONNAIRE HRS4R

Please note you can access this questionnaire by introducing your login and password in Campus Global. Your personal details will not be recorded and your answers will remain anonymous.

INSTRUCTIONS TO FILL IN THE QUESTIONNAIRE

Indicate you strongly/totally disagree with the statement and 4 indicate you completely/totally agree with the statement. Do not know/ Do not answer (DK/DA).

1. TALENT ATTRACTION AND SELECTION

1.1 **Recruitment procedures** are open, efficient and transparent.

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.2 UC3M properly **disseminates information** about Teaching & Research staff recruitment before the selection process begins

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.3 UC3M candidates are well informed about **selection process and criteria**

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.4 UC3M candidates are well informed about **professional career development** at UC3M

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.5 UC3M should develop a plan to **attract international talent**

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.6 It's essential to improve **transparency** in Teaching & Research staff selection at UC3M

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.7 UC3M selection process judges **qualitatively as well as quantitatively** results within a diversified career path

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.8 UC3M makes use of **Selection Committees** with same field members

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.9 UC3M should promote multidisciplinary **Selection Committees** within different fields

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.10 UC3M should promote **international expert** participation in Selection Committees

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.11 UC3M Selection Committee should have a **gender balance**

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.12 Should you have any important issues regarding 'Talent attraction and selection', please enter it below

2. WORKING CONDITIONS

2.1 I consider that UC3M helps me to **develop my teaching** or research activity

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.2 I consider that UC3M helps me on my **professional development**

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.3 I know well the criteria and conditions for **academic career promotion**

YES

NO

2.4 I have been informed of my teaching responsibilities: YES NO

I have been informed of my research responsibilities: YES NO

2.5 I have been informed of my teaching activity rights: YES NO

I have been informed of my research activity rights: YES NO

2.6 There is a system in place for **irregularities** on working conditions

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.7 I consider that Teaching & Research activity should **regularly be reviewed**

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.8 I consider that it's essential to have an **incentive system** linked to Teaching & Research results at UC3M

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.9 Should you have any important issues regarding 'Working Conditions', please enter it below.

3. ETHICAL AND PROFESSIONAL ASPECTS

3.1 I know that there is an **Ethical Committee** in research at UC3M

YES

NO

3.2 It's essential to have a Code **of Good Practices** at UC3M

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.3 I know well the **intellectual property rights guideline** in research findings

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.4 It's essential the publication of **research organizational structure** at UC3M

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.5 It's imperative the **dissemination of research results** in society

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.6 **Knowledge transfer** is essential for research results

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.7 Should you have any important issues regarding ‘Ethical and Professional Aspects’, please enter it below.

4 TRAINING AND PROFESSIONAL DEVELOPMENT

4.1 It’s essential the establishment of **Training Programme** in order to continue the professional development of Teaching & Research staff at UC3M

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.2 I believe that our Training Programme should include activities for **cross curricular skills and abilities**

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.3 **Mobility** is a valuable contribution to the researcher professional development

1	2	3	4	NS/NC
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.4 It’s essential to introduce and promote the **mentor figure** at

	1	2	3	4	DK/DA
Predoctoral stage					
Postdoctoral stage					

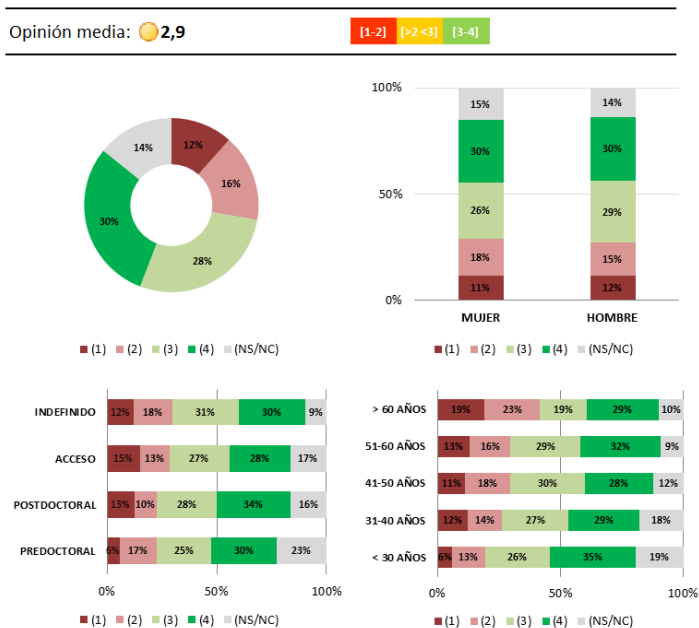
4.5 Should you have any important issues regarding ‘Training and Professional Development’, please enter it below.

11. ANNEX III: RESULTS OF THE QUESTIONNAIRE LOGO HRS4R UC3M

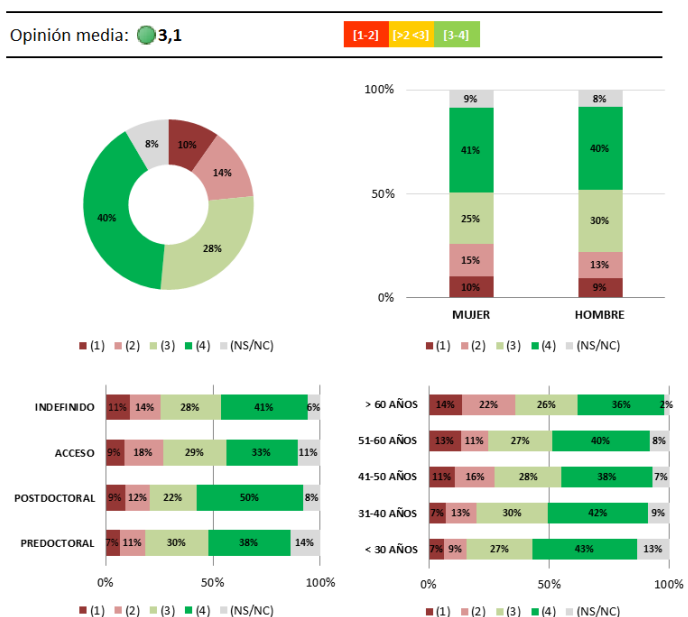
Questionnaire results focused on the following areas: Recruitment, Working conditions, Ethical and professional issues, Training and Career development. Following graphics show the average on these areas. Click on the link below for further information

http://www.uc3m.es/ss/Satellite/UC3MInstitucional/en/TextoMixta/1371219051045/HRS4R:_Human_Resources_Strategy_for_Researchers

Area 1: Recruitment



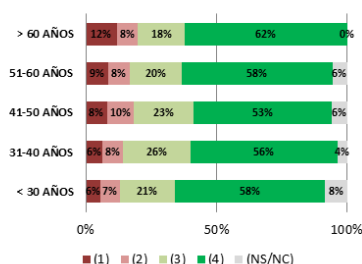
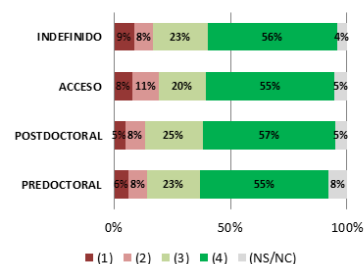
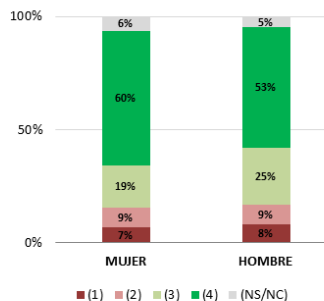
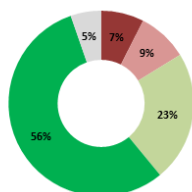
Area 2: Working Conditions



Area 3: Ethical and professional issues

Opinión media: ● **3,3**

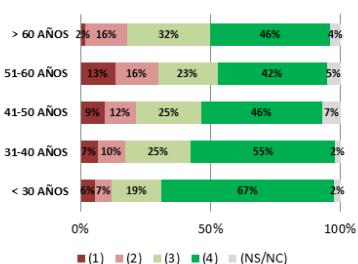
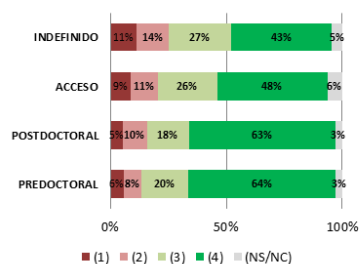
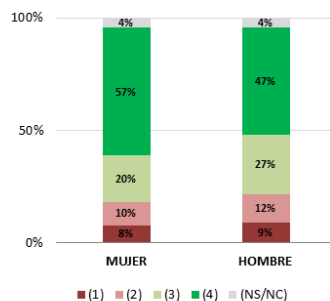
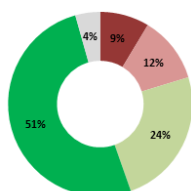
■ [1-2]
 ■ [>2 <3]
 ■ [3-4]



Area 4: Training and career development

Opinión media: ● **3,2**

■ [1-2]
 ■ [>2 <3]
 ■ [3-4]



12. ANNEX IV – E-MAILS

E-mail sent to Academics and Researchers of Universidad Carlos III de Madrid

Subject: Human Resources Strategy for Researchers (HRS4R)

Querida profesora, querido profesor,

La Universidad está trabajando en un nuevo proyecto denominado "Human Resources Strategy for Researchers" (HRS4R) que consiste en conseguir un logo europeo de calidad otorgado por la Comisión Europea que reportará beneficios a la Universidad, tanto a nivel interno como de visibilidad.

Para la consecución del Logo HRS4R se está realizando un proceso de autoanálisis que es en el que nos encontramos en este momento.

Por esta razón, quisiéramos conocer tu opinión a través de un cuestionario sobre algunos aspectos que nos ayuden a identificar problemas y acciones a tomar en algunas de las áreas que hemos detectado que necesitamos desarrollar, aportando tu experiencia, tus ideas y por supuesto, tus opiniones.

Este cuestionario sólo se refiere al personal docente e investigador a tiempo completo.

Para poder acceder al cuestionario será necesario introducir el login y password de Campus global pero esa información no será almacenada junto a tus respuestas, garantizándose en todo caso el anonimato.

Puedes acceder a través de la siguiente página (Opción **Participa** en el menú de la izquierda):

http://www.uc3m.es/ss/Satellite/UC3MInstitucional/es/TextoMixta/1371219051045/Human_Resources_Strategy_for_Researches

Espero que puedas participar, te llevará sólo unos minutos.

Recibe un cordial saludo

Nacho Aedo
Vicerrector de Profesorado

E-mail sent to Head of Departments:

Querida directora, querido director,

Seguimos trabajando en el proyecto "Human Resources Strategy for Researchers" (HRS4R) que os presentamos en la Comisión de Profesorado celebrada en el mes de enero.

Durante la semana del 4 al 8 de abril hemos realizado 3 sesiones de trabajo, donde han participado 60 compañeros del PDI y que han servido para obtener muchas ideas y sugerencias de mejora.

El siguiente paso que consideramos adecuado para ampliar la información obtenida hasta el momento, y hacer partícipe a un mayor número de personas de la comunidad universitaria, es la realización de una encuesta.

Quiero informaros y adelantaros que desde hoy en la página principal de la UC3M podéis ver una fotocampaña que enlaza directamente con la web que da opción a la participación. No obstante el enlace directo es:

http://www.uc3m.es/ss/Satellite/UC3MInstitucional/es/TextoMixta/1371219051045/Human_Resources_Strategy_for_Researches

El próximo lunes haré extensivo un mensaje a todo el personal docente e investigador a tiempo completo para informarles y animarles a participar.

Aprovecho este momento para pedirlos que desde vuestra posición de directores difundáis y también animéis a todos los miembros del departamento a que participen en la realización de la encuesta.

Un saludo,

Nacho Aedo

Vicerrector de Profesorado

13. ANNEX V – PROJECT SCHEDULE



